

SAS 055 Symposium

Analytical Support to Defence Transformation



Analysis in Allied Command Transformation

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DACOS Future Capabilities Research & Technology

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Outline

- Transformation of NATO Defence Capabilities
- ACT Mission and Organisation
- Capabilities development process
- FCRT
- Analysis Coordination

The Future Environment

- Foremost challenges

- Emergence of transnational threats
- Fallout from failing states
- Proliferation of WMD
- Use of asymmetric warfare

- Operations will be influenced by ‘information age’
- Political, civil, economic and military efforts must be coordinated
- Forces must be expeditionary and capable of swiftly dealing with a wide array of threats
- High intensity operations will remain the benchmark

Transformation of NATO Defence Capabilities

20th Century

Static
Reactive
Regional
Mass
Attrition
Deconfliction
Supply Point Logistics
National Intelligence

21st Century

Agile
Proactive
Global
Effect
Precision
Coherence
Integrated-Distribution
Based Logistics
NATO Fused Intelligence

***ACT + ACO + Nations through NRF
= Transformed NATO Military***

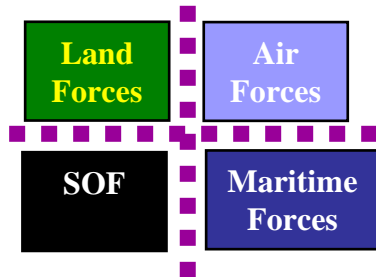
Attributes of a Transforming NATO Force

**Deconflict
Services &
Cultures**



Deconflicting

**Stitch Nation
Seams**



Coordinating

**Integrate
NATO
RESPONSE
FORCE
Capabilities**



Integrating

**Effects-Based,
Collaborative,
Network Enabled
and Interdependent**



Coherence

It is about Culture and Product

NATO Response Force

- NRF is test bed for experimentation
- NRF designed to be:
 - flexible,
 - rapidly deployable,
 - interoperable,
 - well protected,
 - and trained.



ACT Vision

“We are NATO’s forcing agent for change, leading the continuous improvement of Alliance capabilities to uphold NATO’s global security interests.”



Strategic Vision - Aim

To provide a vision of the way in which future Alliance operations will be planned and conducted, and, thereby, guide the transformation of forces, concepts and capabilities in the coming decades.

Strategic Vision - Development

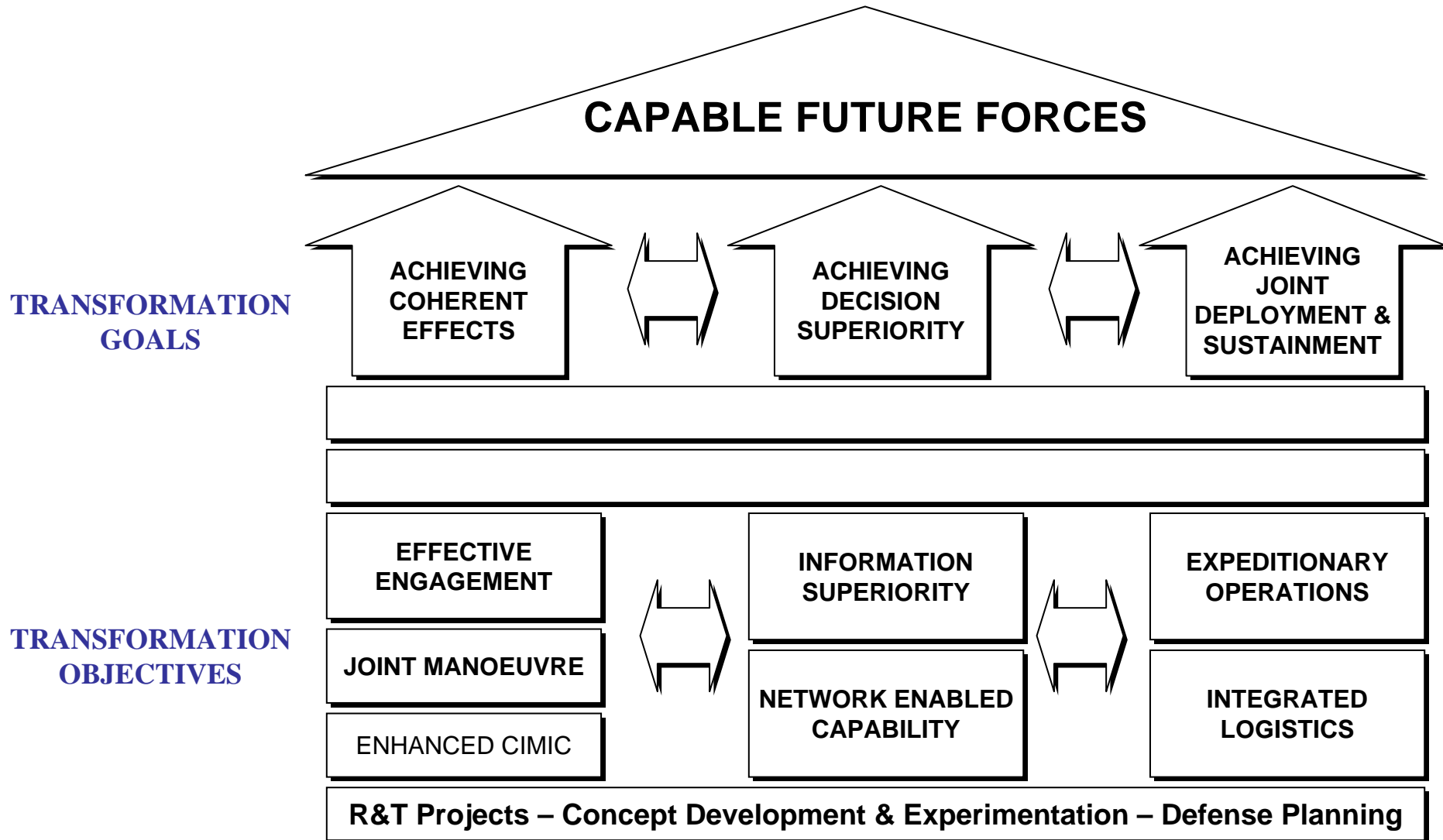


"Strategic Vision: The Military Challenge"

Effects-Based Approach to Operations

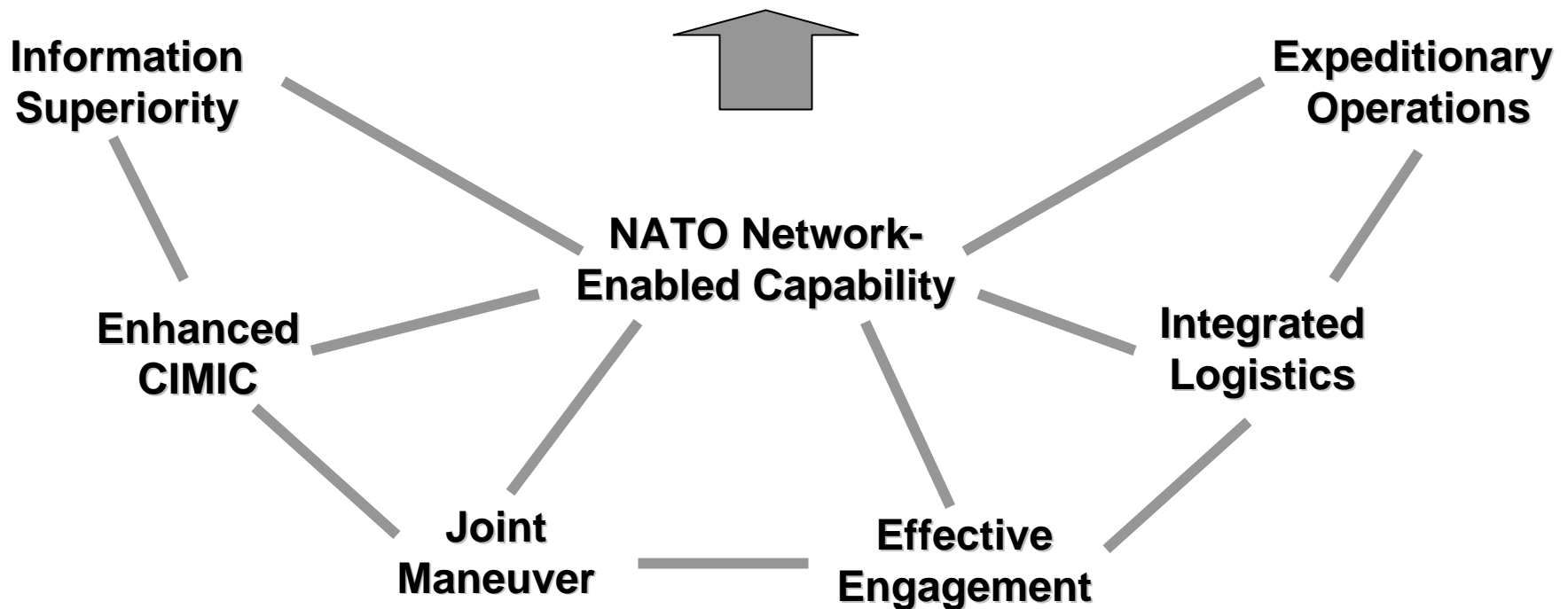
Involves the comprehensive integrated application of all instruments of Alliance power, both military and non-military, to create campaign effects which will achieve desired outcomes.

Effects-Based Approach to Operations



Transformation Framework

Ability to execute effects-based operations requires attributes that permit the NATO force to have **DECISION SUPERIORITY** over an adversary; be able to integrate capabilities to produce **COHERENT EFFECTS**; and be able to **DEPLOY AND SUSTAIN** an expeditionary force.



Five Domains of Transformation

**Strategic Concepts, Policy,
& Interoperability (SCPI)**



Force Interoperability concepts, policy and procedure development and implementation

**Joint & Combined Future
Capabilities Research &
Technology (FCRT)**



Coordination of NATO research and technology initiatives

**Joint Experimentation,
Exercises & Assessment
(JEEA)**



Synchronization and evaluation of joint warfighting experimentation, Integration of capabilities, and experiments on tactics, techniques and procedures

**Joint Education & Training
(JET)**



Leader development, Control of NATO Education/Training entities, Standardization

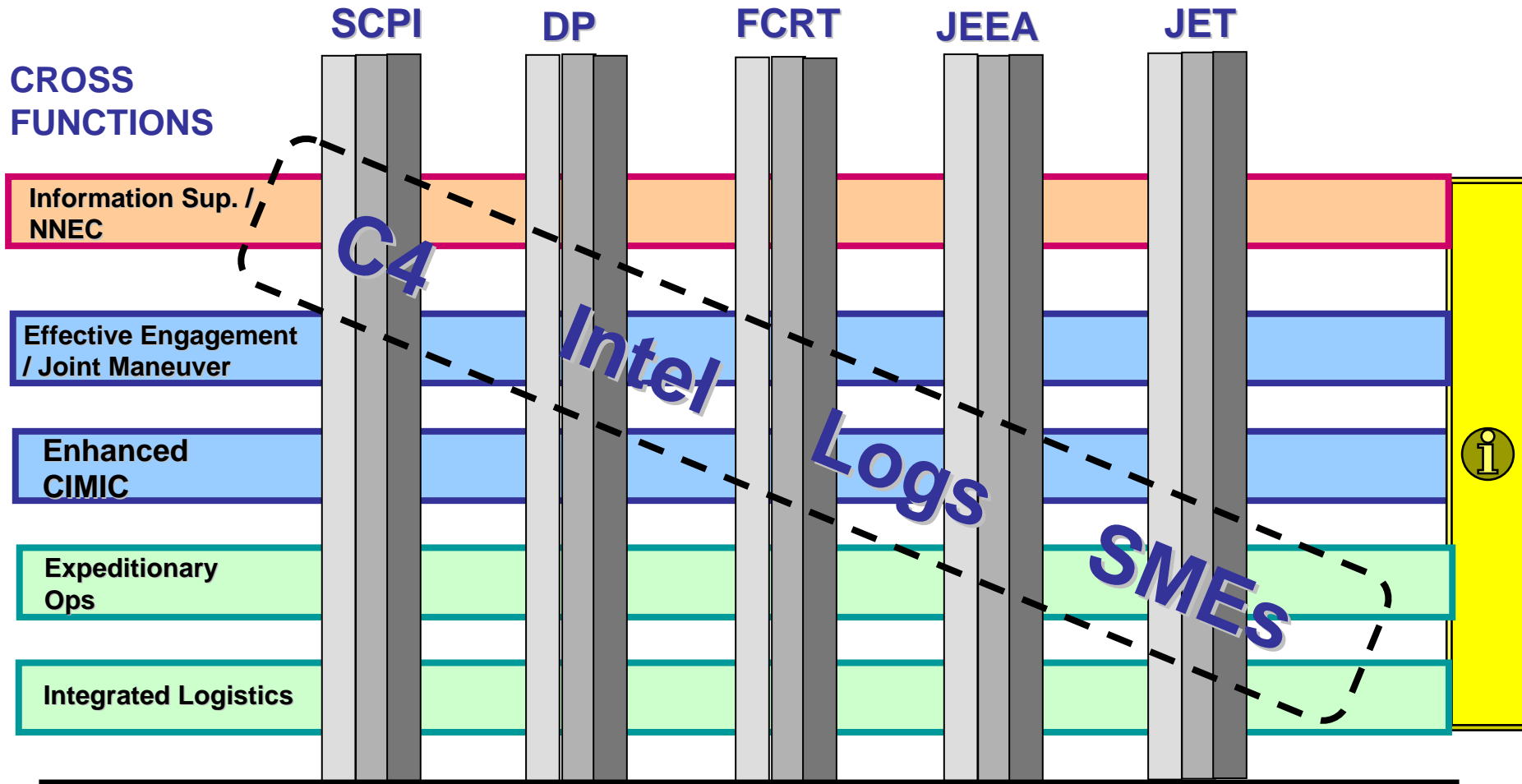
**Defence Planning (DP)
- Requirements & Capabilities
Planning & Implementation**



Identification of required capabilities and implementation of solutions through defence planning

ACT Matrix Organization

STAFF FUNCTIONS

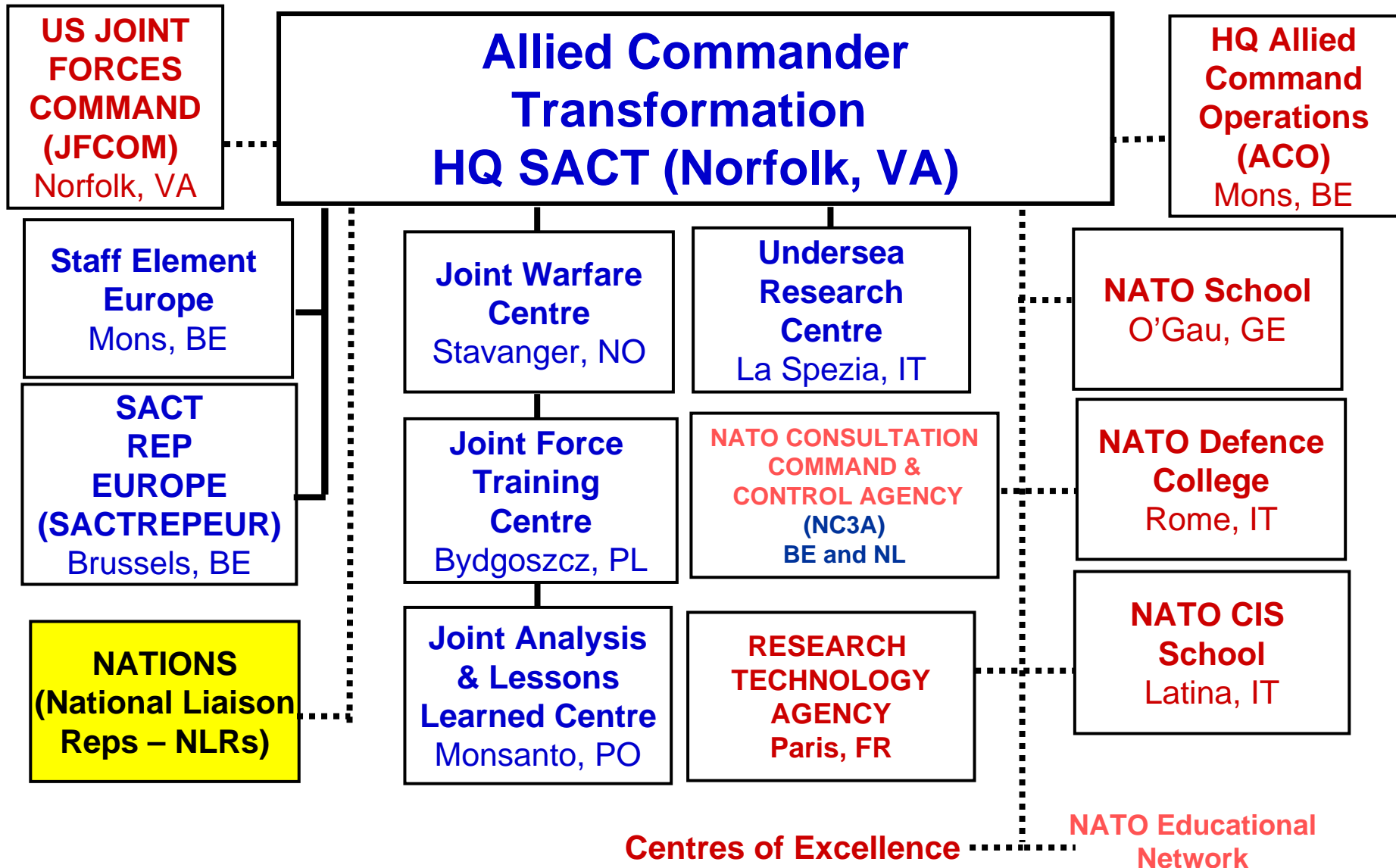


: Common Transformation Picture

The Hub of Transformation



ACT Relationships/Links



ACT-Industry Relationship

- Draft policy paper being developed
- Examines various options for improving how industry can contribute to the Transformational objectives of ACT and how ACT could benefit from a direct relationship.
- Delivery for the ACT Industry Day (19 Sept 05).
- FCRT is the focal point within ACT for the relationship with industry

Transformation Process

Transformation Process

Products

DEVELOP LONG TERM VISION

TRANSFORMATIONAL OBJECTIVES

**DEVELOP STRATEGIC &
OPERATIONAL CONCEPTS**

FUTURE OPERATIONAL CONTEXT

**IDENTIFY UNFULFILLED
CAPABILITY REQUIREMENTS**

**PRIORITIZED UNFULFILLED SHORT, MEDIUM &
LONG TERM REQUIREMENTS**

**IDENTIFY POTENTIAL SOLUTIONS
THROUGH CD, R&T, CNAD, ETC**

POTENTIAL SOLUTIONS

**ASSESS SOLUTIONS THROUGH
STUDIES, EXPERIMENTS, TRIALS ETC**

VALID SOLUTIONS

**DETERMINE
IMPLEMENTATION APPROACH**

**ROADMAPS EXPRESSED IN
TERMS OF:**
*Doctrine, Organization, Training,
Material, Leadership, Personnel,
Facilities, Interoperability*

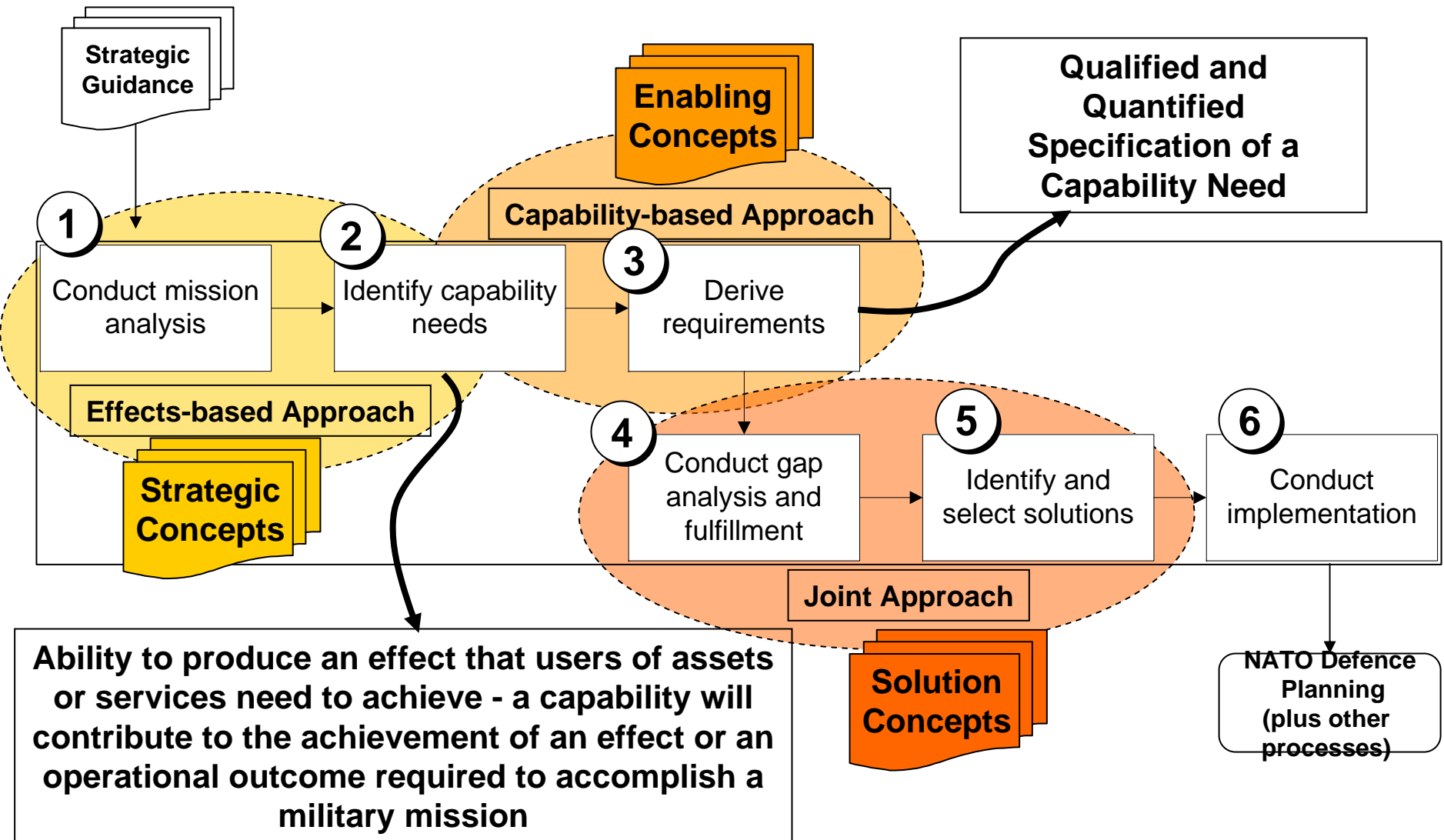
IMPLEMENT IN NATO & NATIONS

**FORCE PROPOSALS,
TRAINING, CAPABILITY
PACKAGES**

From Strategic Vision to Strategic and Operational Concepts

- ACT has begun to develop supporting documents, including:
 - **Concept for Alliance Future Joint Operations**
 - **NATO Network Enabling Capability Foundation**
 - **Concept for Joint Intel Surveillance & Reconnaissance (JISR) in Future Alliance Operations**
- Anticipate the development of many lower level and supporting concepts

Capability Development Cycle



Military Capability

Military concept and **D**octrine

Organisation

Training

Materiel

Leadership development

Personnel

Facilities

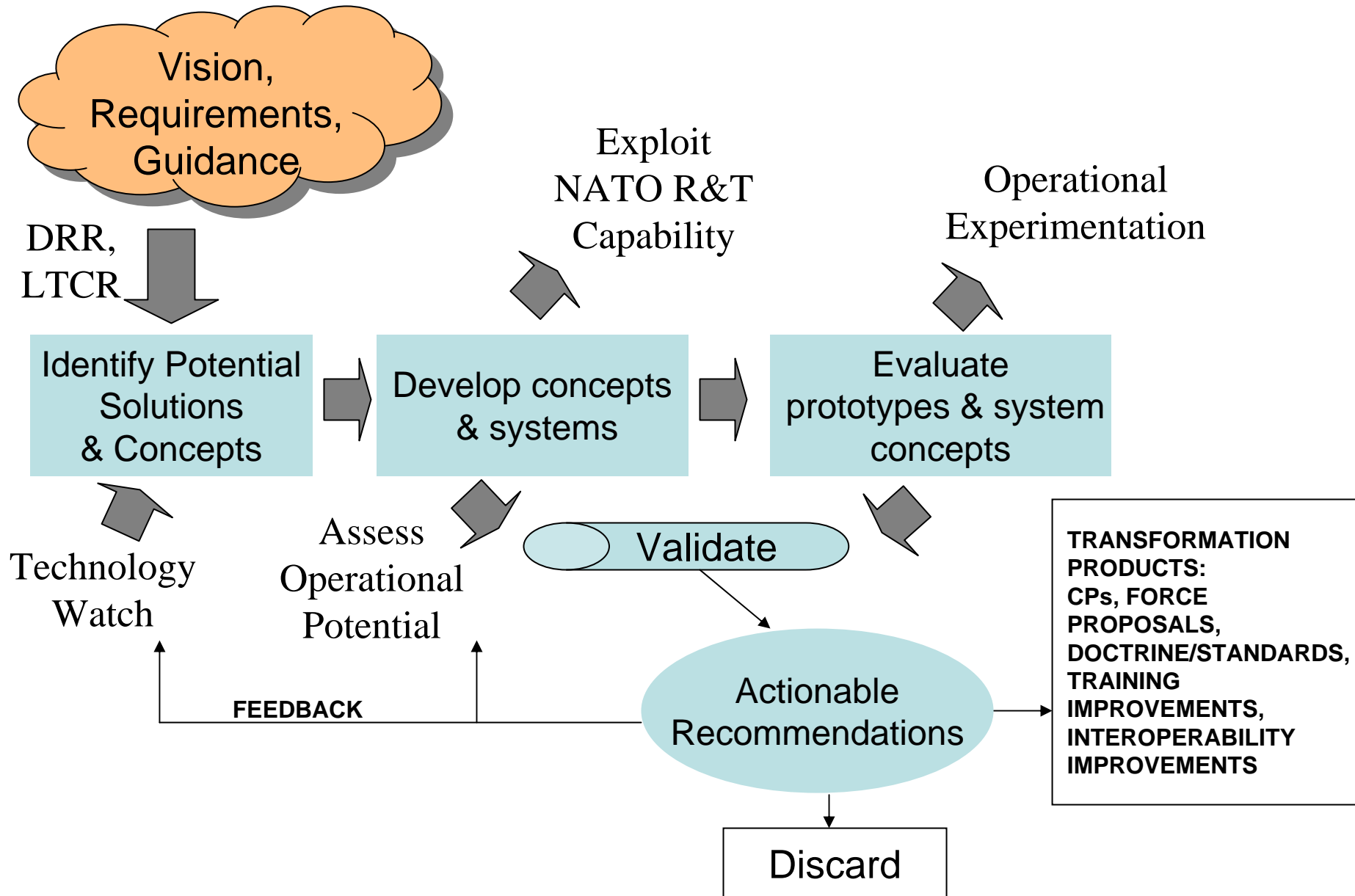
Interoperability

Future Capabilities R&T (FCRT)

Role of FCRT:

- Analysis of Strategic Concepts
- Capability Requirements Analysis
- R&T gap analysis and coordination
- Scientific programs of work at NC3A & NURC
- Operational Analysis

Transformation Critical Path



Analysis Collaboration

- **Methods for assessing non-traditional operations**
 - **Stabilisation, Urban, etc**
- **Effectiveness criteria for NRF (incl NEC)**
- **Methods for measuring and combining political, military, economic, etc. effects**
- **Multinational, multi-discipline teams for technology workshops and evaluating experiments**

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Questions?

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Back up

Long Term Capability Requirements

- LTCR study (in 2003)
 - identified military requirements post 2010 for R&T
- LTCR Review (ongoing):
 - Aligns LTCRs to Transformational Objective Areas
 - Eliminate duplication - rationalize related LTCRs
- Long Term Requirements Study (LTRS)
 - Provide sound analytical basis to derive future Long Term Capability Requirements
 - Beyond current Defence Planning timeline
 - LTRS – long term (~2015-2030), qualitative
 - Integrate ACT's future concepts development

Common Information Database for the NATO R&T Community

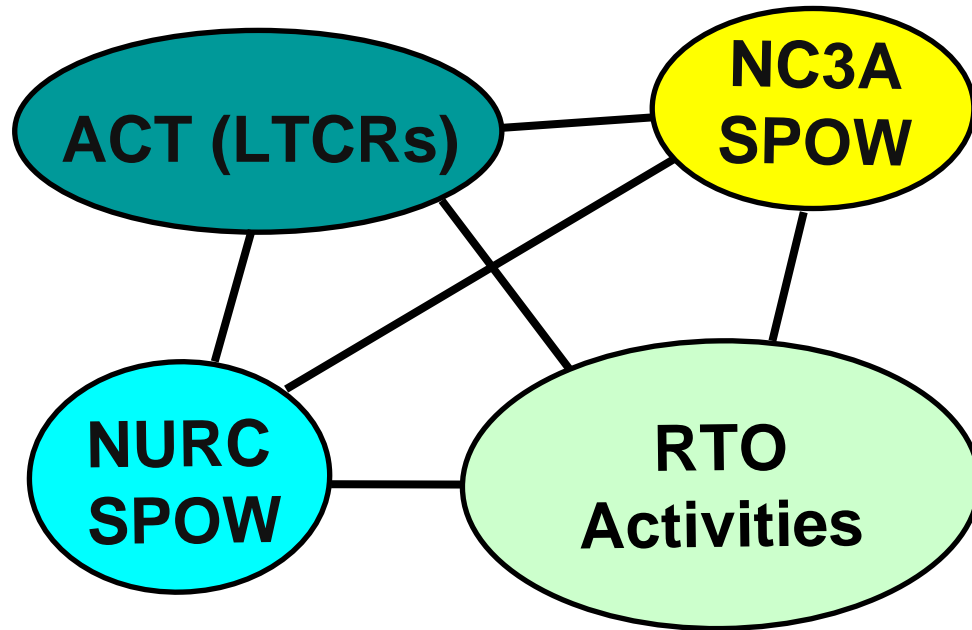
The Problem:

- Tracking ongoing projects addressing future capabilities across NATO research, technology and armaments communities (RTO, NC3A, NC3B, NURC, CNAD etc)
- Achieving current overview of “who is doing what”
- Locating specific expertise
- Linking R&T activities to requirements (eg LTCRs)
- Constantly changing data
- Unequal projects (eg short term vs long term; technology research vs system development etc)

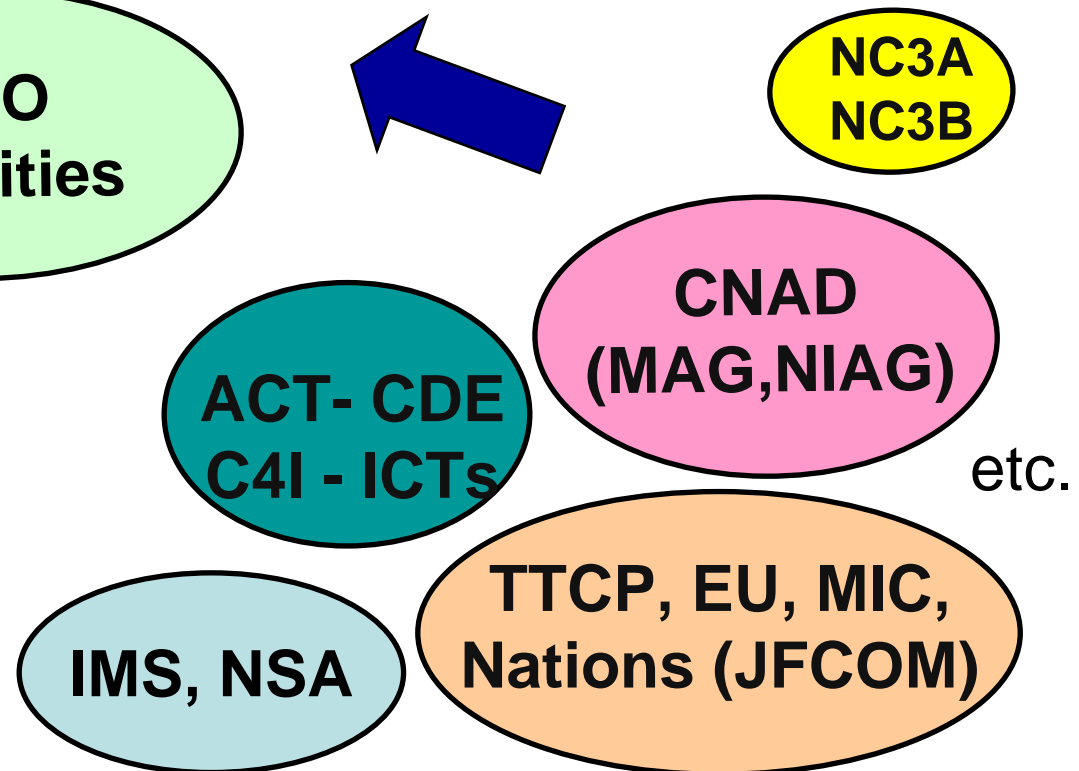
The Solution:

- Linked independent databases using common reference Taxonomy

Step 1: Coordinate R&T information for RTO, NURC, NC3A and ACT



Step 2: Incorporate other R&T information



Concept Development and Experimentation (CD&E) Plan

Major Initiatives

- Experimentation with NATO Effects Based Operations (EBO) process
- Decision Superiority at the Political, Strategic, Operational and Tactical levels
- Key Concept Areas for NRF performance and effectiveness

2005 Experimentation Events/Concepts

ALLIED REACH

Effects Based Planning
NRF C2 Refinement

MNE LOE
Knowledge Mgt

BATTLE GRIFFIN
TIDE, CIE, ONA, LCCIS, ACCIS, CIA-COP

CRISIS MANAGEMENT EXPERIMENT

Decision Superiority, EBP, NATO IA Coord

ALLIED ACTION
TBD

MNE LOE
EBO Tools, MN IOE

JOINT WARRIOR INTEROPERABILITY DEMONSTRATION

CIE, EBP Tools, LOG Tools

MNE LOE
ETO Development

CCID DEMO
CCID

CBIS DEMO
CBIS

ALLIED WARRIOR

TBD

MNE LOEs

Strategic Context, CIACG

MNE LOEs

ISR, CIS
Date TBD

VIKING
TIDE, LCCIS, ACCIS

Jan Apr Jul Oct Dec

Event/Concept	Color	Timeline Position
ALLIED REACH	Blue	Jan
Effects Based Planning	Blue	Jan
NRF C2 Refinement	Blue	Jan
MNE LOE Knowledge Mgt	Blue	Jan
BATTLE GRIFFIN	Green	Jan
TIDE, CIE, ONA, LCCIS, ACCIS, CIA-COP	Green	Jan
CRISIS MANAGEMENT EXPERIMENT	Blue	Apr
Decision Superiority, EBP, NATO IA Coord	Blue	Apr
ALLIED ACTION	Green	Apr
MNE LOE EBO Tools, MN IOE	Blue	Apr
JOINT WARRIOR INTEROPERABILITY DEMONSTRATION	Green	Jul
CIE, EBP Tools, LOG Tools	Green	Jul
MNE LOE ETO Development	Blue	Jul
CCID DEMO	Green	Jul
CBIS DEMO	Green	Jul
ALLIED WARRIOR	Green	Oct
TBD	Green	Oct
MNE LOEs Strategic Context, CIACG	Blue	Oct
MNE LOEs ISR, CIS	Blue	Dec
Date TBD	Blue	Dec
VIKING	Green	Dec
TIDE, LCCIS, ACCIS	Green	Dec

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*This paper was received as a PowerPoint
presentation without supporting text.*

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